

ADMINISTRATIVE INTERNAL USE ONLY

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17 March 1976

MEMORANDUM FOR: DCI

SUBJECT : Morale of Agency Employees

We have, in attempting to gauge the state of Agency morale, informally sampled our co-workers opinions and we have drawn some tentative conclusions. Overall, we judge morale to be fairly good but there are some problem areas.

As we stated when we met with you on 12 March, our self esteem has survived the attacks of "outsiders" but not without some alteration and at some cost. At the personal and work unit level, the pride employees have in themselves and their work continues to burn brightly and even seems to have intensified in reaction to attacks on the integrity and quality of their product. However, the year-long parade of "skeletons", which most employees viewed for the first time along with the public, has undeniably tarnished the image of CIA as an institution. The result has been a lessening of that portion of the collective pride associated with being part of that institution.

A second effect of the "Follies of 1975" is a hardening of attitudes toward Congress. The terms irresponsible and self-serving are among the milder adjectives we hear applied to that body. We fear that these emotions could impede progress toward your goal of re-establishing a good working relationship with the legislative branch.

Turning inward, there is a need for the employees to see evidence that the recent experience has not left Agency management gun-shy, reluctant to recommend and undertake bold action when the situation warrants. There is a feeling that management is holding back, waiting for the effects of the Executive Order to become clear. More than once we have heard the question: "Who is really running the Agency these days?" While this uncertainty will abate with time, we believe the question must be addressed directly. As soon as the new DDCI is appointed, the apportionment of responsibility among the DCI, DDCI and the Management Committee should be clearly delineated for all employees.

Finally, we would like to place the current character of employee morale in a larger perspective. Those of us who entered on duty in the mid-60's or earlier found employees who had a strong personal identification with the organization, considered themselves on elite among government workers and perceived CIA as "taking care of its own" through a comfortable form of paternalism. Since that time the Agency's organization, mission and the environment in which we operate have all undergone dramatic change. Our people have also changed. The fact


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that morale derives less from collective identity, and more from individual pride, reflects the more general social changes as well as the specific Agency experience. This stronger sense of individuality must be understood by management as we head toward the 1980's. The Agency's success rests on the skill and dedication of its employees and management's appreciation of the value of that resource should be reaffirmed.


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